

CATEGORY: PRODUCTION OF INTELLIGENCE				
FY 68	FY 69	FY 70	FY 71	FY 72
<p><u>A. EXTERNAL ANALYSIS</u></p> <p>(LIST CONTRACTS, CONTRACTORS OF REVENUE), ESTIMATED COST, & CLEAR EXPLANATION OF NEED)</p>				
<p><u>B. NEW AREAS OF COVERAGE OR CHANGES IN REQUIREMENTS. NEW REPORTING REQUIREMENTS</u></p>				
<p><u>C. PERSONNEL REQUIREMENTS</u></p> <p>NEW POSITIONS _____</p> <p>NEW REPORTS _____</p> <p>REVENUE FOR INCREASES _____</p>				

DD/SY TRIENAM PLANNING SHEET - (Small Scale Sample)
 FOR ORD, OLC, OCS, OSA, & OSP

QUARTERLY

CATEGORY:	SUBCATEGORY:	REPORT:
FY 68	FY 69	FY 70
1. (RUMOR CONTRACTS & ESTIMATED COSTS - BRIEF DESCRIPTION OF SUBSTANCE ON THE CONTRACT & REQUIREMENT)	<p>PLANNING OBVIOUSLY BECOMES LESS DETAILED AS YOU GET FURTHER INTO THE PERIOD. HOWEVER, ALL CONTRACT ACTUALS (REASONABLY) FORESEEN SHOULD BE DESCRIBED AND, IN ADDITION, YOU WILL NEED TO DESCRIBE IN SPECIFIC TERMS ALL PROJECTED LINES OF ACTIVITIES AND OBJECTIVES AND GIVE ESTIMATED COSTS OF SUCH ACTIVITIES.</p>	
TOTAL CONTRACTS	TECHNICAL MILESTONES	
	PERSONNEL REQUIREMENTS	
<p>1. OF THINGS</p> <p>2. OF RESOURCES</p> <p>3. OF PERSONNEL</p> <p>4. OF EQUIPMENT</p> <p>5. OF OTHER</p>	<p>1. OF THINGS</p> <p>2. OF RESOURCES</p> <p>3. OF PERSONNEL</p> <p>4. OF EQUIPMENT</p> <p>5. OF OTHER</p>	<p>1. OF THINGS</p> <p>2. OF RESOURCES</p> <p>3. OF PERSONNEL</p> <p>4. OF EQUIPMENT</p> <p>5. OF OTHER</p>

PLANTS AND PERSONS

Approved For Release 2000/05/04 : CIA-RDP69B00596R000100080017-0

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ATTACHMENT B
TO [REDACTED] 0333-66

28 September 1966

BUDGET

DDS&T AND NRO FINANCIAL/BUDGET CYCLE

1. Attached are DDS&T and OSA/NRO Financial Status Charts which are meant for guidance for effective budget planning.

2. In summary the charts indicate as follows:

DDS&T CIA Funds - By 1 May PPB will issue a Combined Operating Budget and Estimate Call which will be for the 1968 Operating Budget and the 1969 Office Estimates. The plan will be for the Offices to submit this call to the DDS&T Budget Branch by 1 July and on to O/PPB by 15 July. This combined call is a new concept and means that considering the combined program call previously described we will have two Budget Calls six months apart.

Other items of interest are that the Congressional mark-up will coincide with the program call and this mark-up will reflect the Congressional budget. PPB plans to issue a tentative operating allowance by 30 June and the official allowance after review of the operating budget.

OSA/NRO Funds - The OSA/NRO Chart only reflects those items pertinent to DDS&T Budget Branch review. Refer to [REDACTED] 0189-66 for a more detailed summary of the planning cycle. It is apparent from reviewing the cycle that a close coordination must exist with the OSA/NRO planning group and DDS&T Budget Branch in order to assure that the concepts for approved goals are consistent.

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Attachments
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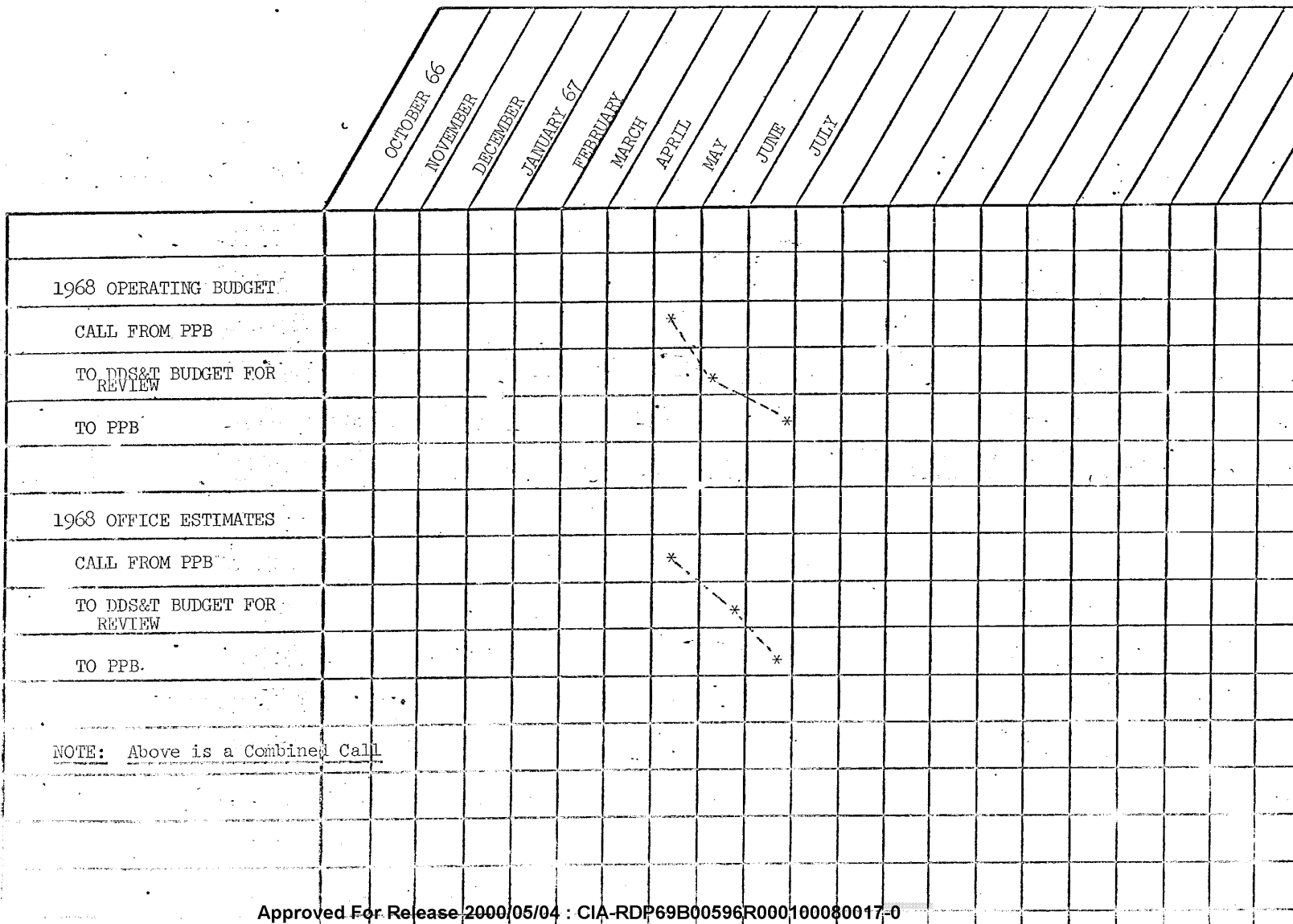
GROUP 1
Excluded from automatic
downgrading and
declassification

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HANDLE V [REDACTED]
[REDACTED] CONTROL SYSTEM ONLY

Approved For Release 2000/05/04 : CIA-RDP69B00596R000100080017-0
CIA BUDGET CYCLE

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STATUS CHART (A) TO
ATTCHMT B TO [REDACTED] 0333-66
28 Sep 66



Approved For Release 2000/05/04 : CIA-RDP69B00596R000100080017-0

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1 - 30 Oct: ExCom Review of Budget Year Estimate
1 - 30 Nov: OSA Planning Concepts
15 Dec - 15 Jan: Notification to Prog Dirs of Pres Budget
15 Jan - 15 Feb: NRO Review of Budget Yr Details for Cong
16 Mar - 30 Apr: NRO Rqst for 6-Year Budget
1 May - 15 May: D/Recon/GTA Cons & Submit Budget to NRO
1 July 67: D/NRO Program Appvls to Prog Directors

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ATTACHMENT C
TO 0333-66

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28 September 1966

MANAGEMENT INFORMATION SYSTEM (MIS)
CONCEPTS AND SCHEDULE FORECASTS

1. The ultimate goal of an effective management information system is to keep all levels of management completely informed on all developments in the business which affect them. To do this, the data-processing personnel and those entering information into the system should know exactly what data to collect and which to tabulate, and management on its part has the obligation to be able to write down its actual requirements for internal information.*

2. The heart of any information system -- good, bad, or indifferent, mechanized, or hand-operated -- is data processing. Processing turns data, gathered from basic documents, into information. This information is distributed on the basis of which decisions are to be made. In the gathering, processing, distribution cycle processing -- involving most of the repetitive activity -- best lends itself to automation.

3. Certain cautions must be observed in mechanizing an information processing system:

- a. Nothing can be mechanized unless it can be precisely defined;
- b. At successively lower levels of management, each echelon requires more detailed information about a narrower subject than the level above it;
- c. Mechanization will always mean standardization. Everything -- procedures, terminology, even the location of information on documents -- must stay constant. Every time someone wants to do something the least bit different, he will have to check with the data processing people.

4. If the MIS must furnish more detailed information to successively lower levels of management its value increases with its ability to extract and spotlight variances from programmed norms. This is the technique of management-by-exception which is based upon the principle that "no news should be good news." Thus "exception reports" should be the MIS output for top management, though not exclusively. ^{Exception reports should}

* James D. Gallagher, Management Information Systems and the Computer, American Management Association, New York, 1961, p. 17.

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Attachment C
to **333-66**

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Management Information System (MIS) Concepts and Schedule Forecasts (cont)

also be distributed to the appropriate lower echelons in order that explanations of causes and steps for remedies, from lower to higher echelons, may be incorporated into the reports.

5. What is needed to truly, and economically, serve the management-by-exception principle is a system designed in these three steps:

a. The initial and most significant step in establishing an information reporting system is the issuance of policy statements by management to indorse the system's use and benefits and acknowledge it as an authorized management technique.

b. Present systems must be analyzed and a completely integrated organization-wide information system be established.

c. The new system must have top-level support, be put into force, and be kept up-to-date. This step includes defining the following areas where procedures should be specified:

- (1) Uniform preparation and transmittal of input data;
- (2) Reporting of status information and updating;
- (3) Distribution of output data.

6. With the above generalized statement of principles and propositions of management information systems as a frame of reference it is possible to turn to some specific assumptions behind and prospects for a DDS&T/MIS.

a. First, it is assumed that the recent appointment of a Management Information Officer (MIO) implies both management indorsement of and authority for proceeding along the lines of the propositions stated above.

b. Second, a rudimentary automated contract activity reporting system (CONARS) now exists. Its refinement and full implementation will require the major portion of the MIO's time and attention for the next two to three months. In its present status CONARS is a very comprehensive, and potentially useful, data base or record of Agency-funded contracts. Modification of input reporting is just beginning to provide for the recording of more detailed NRO-funded contract information and should be operative by 1 November 1966. Further analysis is needed to define the total purpose of and output required from the system for all management levels. For example, certain basic tabular reports may currently be extracted from the data base but exception reports, especially in graphic form cannot. In all likelihood a more sophisticated computer program will

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Attachment C
to **0333-66****Management Information System (MIS) Concepts and Schedule Forecasts (cont)**

have to be written for this purpose which could be as much as a year away. Related to this are the "project officer due lists" which in their present form are essentially useless because they do not require explanation of variations. Some other problem areas in the existing system are the need for precise reconciliation between data inputs and budget submission figures and the need for centralization of data input management which will foster standardization. Such items are receiving close current attention.

c. Third, in order to establish a total MIS it will be necessary to conduct a complete survey and analysis of the whole directorate in order to make firm such definitions as:

- (1) Who are the decision makers at each echelon who will be aided by an efficient MIS?
- (2) What are the expected results (to determine scope)?
- (3) What are the sources, i.e., who will report information?
- (4) What are existing reports and which reports, procedures and methods will be replaced?
- (5) What computer applications are already available or under development in OCS and what additional ones will be needed?

d. The time required for the type of analysis indicated will be directly related to the availability of information, applications and manpower. Even a preliminary exploration into some of these areas will require the full time of at least one analyst/programmer under the direct supervision of the MIO.

e. Finally, some of the more immediate areas that seem to need analysis are:

- (1) Personal service and management support contract reporting;
- (2) Manpower and security clearance status reporting;
- (3) Integration of other Agency contracting units, e.g., OL, OS, TED, into the **██████████**;
- (4) Feasibility study and system design for a remote query station linked to the IBM 360/67 which probably should be part of a Management Information Center (MIC).
- (5) Observation of some of the larger contractor management information systems, e.g., Lockheed-Georgia.

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Schedule to Attchmt C.

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